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July-August 1957

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SUPPORT BULLETIN

FOR INFORMATION OF HEADQUARTERS
AND FIELD PERSONNEL

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PURPOSE

The Support Bulletin, to be published periodically, is designed to keep headquarters and field personnel informed on administrative, personnel, and support matters. The Support Bulletin is not directive in nature but rather attempts to present items which, in general, are of interest to all personnel and, in particular, of interest to those employees occupying various support positions. Suggestions and constructive criticism from both headquarters and field personnel are encouraged.

NOTE: — This bulletin is *for information only*. It does not constitute authority for action and is in no way a substitute for regulatory material.

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HONOR AWARDS

The Organization has five honor awards, two for valor and three for achievement or performance. Two National Medals also may be awarded to persons in the Organization. All these awards will be on display at an exhibit to be held in headquarters this fall. Photographs of the Organization's medallions and the two National Medals are shown in the attachment to [redacted] Honor and Suggestion Awards.

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this regulation is now being revised and will soon be distributed. The Suggestion Awards Program has been discussed in previous issues of this Bulletin.

The Distinguished Intelligence Cross and the Intelligence Star are Organization Awards which are awarded for valor or heroism in the face of danger. The Distinguished Intelligence Medal and the Intelligence Medal of Merit are awarded to employees in the Organization for meritorious achievement and superior performance. These four awards are bronze medallions about three inches in diameter and are not designed to be worn on the person. A plush-lined pigskin case accompanies each medallion and the recipient also receives an engraved certificate signed by the Director.

The Organization also awards a Certificate of Merit in recognition of superior performance or a single significant act of merit. This award is an engraved certificate signed by the Director and is accompanied by one hundred dollars unless the recipient is prohibited by law from receiving additional compensation.

The National Security Medal, established by Presidential Executive order, may be awarded for valor requiring personal courage of a high degree or to any person who has made an outstanding contribution to the national intelligence effort. The Medal of Freedom, also established by Executive order, may be awarded for a meritorious act or service to any person who has aided our country or its allies in a time of emergency or under other special circumstances. This medal, however, may not

be awarded to a citizen of this country for any act or service performed in this country nor to a member of the Armed Forces.

Since the establishment of the Honor Awards Program in 1952 a total of 62 awards have been approved for individuals who are or have been employed or affiliated with the Organization. Of these awards, 39 have been presented to the individuals concerned. Some of the remaining 23 will be presented this fall during the Organization's Ten-Year Celebration and the rest will be held for presentation until the individuals to be honored return to headquarters. Organization Awards are presented by the Director or the Deputy Director at special ceremonies held in the office or conference room of the Director. These presentation ceremonies are usually attended by members of the immediate family of the recipient and senior officials of the Organization. A photograph of the ceremony in which the recipient of the award participated, autographed by the Director or the Deputy Director, is sent to the recipient of the award for his retention.

The Honor Awards Program is administered by the Honor Awards Board which consists of four voting members including the Director of Personnel who acts as the permanent Chairman. The Board reviews all recommendations for awards and makes recommendations to the Director who approves the granting of each award.

Nominations for honor awards may be made by any Organization employee through official channels. The procedures for nominating individuals for awards and for processing the recommendations are set forth in [redacted]

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Many of the recipients of awards would receive public acclaim for their deeds had they been employed elsewhere but in our Organization security must be maintained long after the event. The granting of these awards is a means of expressing the gratitude of the Organization to those persons who have made significant contributions to the missions of the Organization.

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PROGRESS IN THE LANGUAGE DEVELOPMENT PROGRAM

The Language Development Program, first announced about four months ago, is beginning to show concrete results. Employee interest in the program is keen and the number of serious language students has increased steadily each month in spite of hot weather and the popular preference for summer vacations.

Of particular interest is the rapid progress in compiling a reliable inventory of the existing language skills of employees. The inventory is a key feature of the Language Development Program and is being compiled from the Language Data Record (Form No. 444c) used by individuals to report their current foreign language capabilities.

Thus far, about 40 percent of the Organization's employees have completed the Language Data Record. Of these, 21 percent reported no capability while the remaining 79 percent reported at least some foreign language competence. Since many individuals are competent in more than one foreign language, the number of "man-languages" exceeds the number of individuals by 25 percent.

Not all the competence reported, however, is of a skill-level sufficient to be useful, and after elimination of this category from the total it was found that slightly more than 72 percent of the man-languages were reported to be at a level of competence of practical value to the Organization. (The minimum level of competence of practical value is the elementary level and is generally as described by the statements numbered "4" throughout Part II of the Form No. 444c.)

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It is of interest also that members of the Organization have reported at least some competence in a total of 91 different languages. However, only 35 of the 39 languages designated for payment of awards [redacted] were included. Missing, all from Group II, are Amharic, Cambodian, Nepali and Tibetan. Again eliminating reports of

competence at less than useful levels, the total man-languages is distributed among the Language Groups as follows:

Group I	76 percent
Group II	17 percent
Group III	3 percent

The remaining man-languages are scattered among 56 other languages and currently are not designated by [redacted] for payment of awards.

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All the data reflected here was reported and compiled within the first eight weeks after announcement of the program. It is estimated that the entire inventory may be completed by 1 November if individuals continue their splendid cooperation in completing the Language Data Record. Physically, the inventory will be maintained on punched cards and these can be used to produce rosters of personnel by foreign language competence as well as to permit various studies and analyses useful to management. The reliability of the inventory will be kept at a high level as a result of language proficiency tests which usually will be undertaken annually by all those active in the program.

LANGUAGE TRAINING IN THE FIELD

The Office of Training has recently completed a survey of the general problem of language training for field employees in [redacted]. At the request of the division concerned, OTR sent to [redacted] one of its scientific linguists from the staff of the Language and Area School for a first-hand appraisal of the efficacy of the present [redacted] language training activities both at headquarters and in the field. This survey, which lasted four weeks, had as its main objectives:

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1. To assess the language requirements for various field positions;

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2. To determine the adequacy of present headquarters language training in fitting employees for these positions;

3. To ascertain the nature, extent, and adequacy of field language training activities; and

4. To make recommendations for the future.

The report prepared at the conclusion of the survey is summarized here for the information of all field stations, for, although this report deals with [redacted] only, the problem itself is of very general interest.

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1. Intermediate competence (Level 3 of the Organization's standard language proficiency rating scale) in [redacted] is essential not only for a great many operational positions but also for many administrative, support, and other employees.

2. Advanced nonnative competence (Level 4) is essential for most operational officers. It is possible for such an officer to function fairly satisfactorily in some cases at a lower level of competence, but other cases demand a higher language competence, which means that an otherwise capable officer might be restricted to cases somewhat beneath his professional abilities.

3. Present courses of training at headquarters can produce competences of Levels 2 and 3 in speaking and reading, starting from the beginning, but are not long enough to produce Level 4.

4. Types of language training activities in the field include courses for foreigners at local universities, courses at extension universities, courses at commercial institutions, and lessons with private tutors. Volunteer language students are reimbursed by the Organization to a maximum of two hundred and fifty dollars a year. The statistics show, however, that volunteer programs are very seldom continued long enough or intensively enough to produce more than a Level 2 or maintain more than a Level 3. Those who start such programs at Level 3

only very rarely rise to Level 4, even when in addition they are engaged in daily work requiring use of the language. There is a rather widespread notion that a man who knows some [redacted] — or whatever the language is — has only to go to the country, work with natives for a while, perhaps do a little study, and his language competence will automatically rise rapidly to the highest levels. Except in a very few rare cases, however, this is a misconception. Unless the man in question is extraordinarily gifted, and unless he has had sound preliminary training, he will under such circumstances increase his vocabulary to some extent and learn to understand the language better, but the chances of raising his overall competence from Level 3 to Level 4 are very slim.

5. For the future, two main recommendations are made:

a. At headquarters the present 20-week full-time basic [redacted] course should be immediately followed by a 10-week full-time intermediate course designed to improve language skill and using for this purpose material on [redacted] containing important knowledge for the prospective field officer. This recommendation has now been put into effect, and the first such course is scheduled to begin 14 October 1957.

b. In the field there should be established a Language Training Center for the primary purpose of presenting advanced language training in the form of intensive and rigorously supervised practical use in the native environment. This center would have as its primary aim the production of Level 4 speakers of [redacted] as it is the present paucity of Level 4 speakers which is the Organization's most pressing language problem. This recommendation is under consideration and is being discussed with the field.

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Since the publication of the report summarized above, there have been indications of interest from other divisions as well, and a similar survey of language training problems is now being planned for [redacted]

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NEW BUILDING

Plans for the new building are moving along quite satisfactorily. The architects submitted the first phase of the plans in March, and these were approved and returned with instructions to proceed with the second phase, known in construction jargon as the "tentative drawings." Completed tentatives are scheduled for submission by 5 August 1957, showing proposed room layouts and other technical detail sufficient to permit "quantity take-offs" for detailed cost estimates based upon estimates of actual quantities of materials. We will have to review and approve these drawings and return any changes to the architects within six weeks in order that he can proceed, on schedule, with the final working drawings which we expect to receive by 1 April 1958. Allowing about sixty days for final review and approval, and about ninety days for advertising and receiving bids, we are hopeful that construction will begin during June or July next year, and that the building will be ready for occupancy about two or two and one half years later.

In an effort to expedite the overall program as much as possible, we are planning to execute a contract early in September 1957, for preliminary grubbing and site clearance. While this work is in progress, the site planners will develop plans for grading roads, parking areas, and the area for the building itself. We expect to use these plans for a second contract to accomplish the rough grading, which we hope will begin during December 1957. By completing this preliminary work ahead of the submission of the building plans, we hope to move the completion of the building several months closer.

During the months since the Support Bulletin last carried a report on the building progress it has been necessary to tighten our belts considerably. Building costs have continued to rise steadily, and, with more accurate knowledge of our special requirements and what they will cost, we find that the funds appropriated will not be sufficient to build as much space as we had originally planned.

Some support elements, operational and administrative, will have to be housed somewhere in town for an indefinite time after the main headquarters is completed and occupied. Under these circumstances we have been forced to abandon the hope that some space might be available for commercial concessions, and have concentrated on providing space for as many functional elements as can be reasonably housed within the funds available. We have not entirely abandoned the hope that some arrangements may be made some time in the future to make some commercial facilities available on the property or adjacent to it. There are many problems involved, however, and the prospects are not too encouraging.

SUPREME COURT DECISIONS

Several recent decisions of the Supreme Court have caused a great deal of interest generally and within the Organization. While these decisions can be a cause for some concern to this and other organizations, their effect is not nearly as far-reaching as some newspaper stories would have us believe.

In one case the Supreme Court held that in a criminal action when the Government, on the ground of privilege, elects not to comply with an order to produce, for the accused's inspection and for admission in evidence, relevant statements or reports in its possession, of Government witnesses, touching the subject matter of their testimony at the trial, the action must be dismissed.

Previously, the accepted practice had been for the Government to produce such documents to the trial judge for his determination of relevancy and materiality. The judge then decided whether or not such documents had to be submitted as evidence. The decision, therefore, creates a precedent only insofar as it requires the Government to permit in-

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spection of such documents by the accused before determination of admissibility by the judge.

The decision goes only to the production for inspection by the accused of reports by the witness to a Government agency which are on the same subject matter as his testimony. The decision does not authorize a "fishing expedition" by the accused in the files of the Government agency concerned or of any other agency of the Government. Neither does it require production by a Government agency of reports in its files received from other Government agencies. All that is required is production of reports by the witness on the same facts to which he is testifying in court.

The press has given this decision a great deal of publicity both pro and con. Alarmist headlines have indicated that Government investigative and intelligence agencies have been flung into chaos. Such agencies and the Congress in particular are, of course, somewhat concerned but more over possible future interpretations broadening the effect of this decision. There is also the question of the effect of the possible application of this decision in civil actions.

This decision should have no effect on the files of this Organization or on the information furnished us by cooperating services abroad. Witnesses are rarely made available by this Organization and then only after very careful consideration of the testimony they may be required to give. Our information cannot be used as evidence unless we feel that it can be declassified, and the Head of the Organization is charged by law with the protection of his sources from unauthorized disclosure. The Department of Justice has accepted that the Director's decision in that regard is final even if it means inability to prosecute.

In another case, a department head was ordered to reinstate an employee who had been discharged under a special statutory authority to terminate any employee whenever the department head deems such termination necessary or advisable in the interests of the Government. The case is of interest to this Or-

ganization because the statutory authority relied upon was virtually identical with that given by law to the Head of this Organization. A review of the decision indicates that it should have no effect upon our authority. The reason is that the department head had issued regulations governing the termination of employees under his special authority which required certain procedures to be followed and had then failed to follow the procedures. The Court held that regulations validly prescribed by a Government administrator are binding upon him even when the administrative action under review is discretionary in nature. The Head of this Organization has not restricted by administrative regulation his unusual authority to terminate employees.

Other recent decisions concern the jurisdiction of military courts over civilian dependents and the validity of agreements between our country and other governments concerning the trial of our military personnel by the courts of foreign countries. Trial of civilian dependents by military courts has been held unconstitutional and the jurisdiction of military courts over civilian employees has been left in doubt. The result is that such personnel theoretically may not be subject to the jurisdiction of any court in cases of crimes committed abroad. However, the practical effect probably will be insistence by the foreign governments in each case on the right to exercise their territorial jurisdiction and to try such offenders in their own courts. As a matter of law there is no question of their right to do so.

The most recent case of great public interest concerned a dispute over whether our military courts or the courts of the foreign country involved have jurisdiction to try a member of the military service for a crime committed in that country. The defendant disputed the right of the military to waive court martial jurisdiction and turn him over to the foreign government for trial. The Supreme Court has held that the provision of the Status of Force Agreement permitting a soldier to be turned over to a foreign power for trial in local courts is valid.

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SELECTIVE SERVICE INFORMATION

Many questions are asked regarding the recruitment and utilization of draft-eligible individuals. There is, for example, the misconception that employment in the Organization confers a sort of immunity to the operations of the Selective Service System. At the other extreme is the idea that draft eligibility so impairs the usefulness of the individual as to remove him from consideration for employment or, if employed, from maximum training and development opportunities.

Neither of these sentiments reflect the Organization position. Draft eligibility is not a deterrent to employment. Employment with us does not remove the responsibility of the young man with regard to military service. Employees are expected to fulfill their military obligation with their contemporaries if called upon to do so. Furthermore, basic military training is considered an asset to anyone planning a career in Intelligence. However, when overseas assignment requires that a request for reclassification be made to the Selective Service System, such request is presented by the Director of Personnel directly to Selective Service Headquarters and is based on information furnished by the Office of Personnel.

The following cases illustrate the solutions available on Selective Service matters when it becomes necessary to transfer the draft-eligible or registered employee overseas:

Case A.

Registrant 26 years of age or younger who has no active duty military service and no reserve status. In order to transfer such an individual overseas and to permit him to leave the country with his personal affairs in good order as far as Selective Service is concerned, it is necessary that his case be referred to the Director of Personnel to obtain a ruling from Selective Service Headquarters as to draft status. Supervisors in the Organization should bring these cases through normal personnel channels to the attention of the Director of Personnel in ample time to obtain a ruling from the Selective Service System prior to de-

parture overseas. Contacts with the Selective Service System will be made only by the Director of Personnel and local boards are not to be approached by the registrant.

Case B.

Registrant with no active military duty service but attached in a drill pay status to a reserve component of the Armed Forces. In these cases there are two authorities involved since the Selective Service System retains control of the individual and places him in a deferred classification only so long as he continues to drill with the reserve component. Transfer overseas is bound to interrupt this arrangement and unless the books are kept straight, notification from the reserve command to the local draft board for failure to drill could have unfortunate consequences for the individual. Therefore, these cases should be carefully handled through Organization channels. The Selective Service portion of the problem is handled exactly as in Case A. The Office of Personnel will also ensure that the Reserve command is informed by the individual of the change of his address and his inability to appear for drills. Again, it is the responsibility of the line supervisor to see that these cases are brought up early enough to permit departure overseas with Selective Service and Reserve affairs in good order. With the expansion of Reserve programs and the tendency for the registrants to select one of the wide variety of programs offered by the services without waiting for induction, this type of case is likely to show an increase for the next few years.

Case C.

Registrant who has fulfilled six months' active duty and who has a reserve obligation remaining. From a procedural standpoint there is absolutely no difference in this type of case and Case B, since the six months' active duty is considered as training duty only and does not necessarily remove the two-year active-duty obligation. Therefore, there are two authorities involved and the steps to be taken are identical to those specified for Case B.

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Case D.

Registrant who has fulfilled 24 months' active duty obligation but who has a reserve obligation remaining. Here the burdens shift from the Organization to the individual and the relationships are directly with his reserve command, as far as notification of overseas transfer is concerned. It is up to the individual to notify his reserve command with the request that he be placed in the standby reserve for the period of overseas duty. The Office of Personnel will assist by furnishing advice on security limitations as to nature of assignment and amount of information that can be given. Although Selective Service no longer has manpower control over these individuals, the local board is notified by the reserve command of the transfer to the standby reserve, since the Selective Service System determines the availability for mobilization recall of standby reservists. As a result, the individual may expect an availability questionnaire from the local board shortly after they receive his name from the service. Advice on answering this questionnaire must be obtained from the Office of Personnel since detailed questions are asked concerning occupation.

Case E.

Standby reservist who has fulfilled both active duty and military and reserve obligation. Such individuals remain registered with their local board for emergency call-up purposes as provided in the Reserve Forces Act of 1955. The military service and the local board are to be notified of change of address by the individual within security limitations established by the Office of Personnel. If not already executed, an availability questionnaire can be expected from the local board during the period of overseas duty.

Experience shows that the individual will never be in a better position to face up to his military obligations than early in his career before he has increased duties and responsibilities. Articles in subsequent issues of this Bulletin will describe the choice of enlistments to satisfy the military obligation. This in-

formation will be based on current policies of the armed services, supplemented in some instances by special administrative arrangements possible between the Organization and the military services.

EMERGENCY RELOCATION PLANNING

During the past three years the President has been emphasizing the importance of emergency relocation planning for Government headquarters activities in the Nation's capital. Planning and preparedness for operating the executive branch of the Government at relocation sites outside the seat of Government, in event of emergency, have been moving forward rapidly and effectively. The vital necessity for continuity of Government under the most extreme circumstances of emergency, including enemy attack, is now understood throughout the Government.

All departments and agencies have selected and equipped their emergency relocation sites to carry on their respective missions and functions in time of emergency. The plans and the sites have been given tests from time to time to insure that they are adequate and operable. Since 1954 the entire Government has engaged each year in one large simultaneous exercise which tested all of the emergency plans and facilities, and which was timed to coincide with public tests of civil-defense organizations. These tests have shown steady improvement on the part of the Executive Branch as a whole.

The indoctrination of personnel and the practice involved in the annual exercises have made the participants and the public at large relocation conscious and have conditioned them to the fact that they are capable of carrying out plans which we hope circumstances will never force us to invoke. Planning and training continue, however, in order to insure that Government headquarters is always abreast of the times and of any development that might occur.

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FORMS MANAGEMENT

Any piece of paper having spaces to fill in is a *form*. Forms are designed to eliminate repeated unproductive writing by preprinting constant data and providing properly placed and proportioned lines and spaces for filling in variable information. They provide the details needed to measure and control organized work and are, therefore, essential to good administration.

Forms make up three-fourths or about 18 billion of the estimated 25 billion pieces of paper created and handled by our Government each year at a cost of four billion dollars. However, paper and printing costs are a comparatively small element of the total expense of forms usage. The bulk of these costs are submerged, like the bulk of an iceberg. For every dollar spent to create the Organization's share of these billions of forms, at least twenty dollars more is spent to process and file them. If a form is really necessary and is properly used, filed, and disposed of when it has outlived its active usefulness, then this cost is justifiable.

Forms serve a great variety of useful purposes in our day-to-day work. Properly devised and used, they permit procedures to be simplified, reporting requirements to be standardized, consistent information to flow with regularity between different organizational levels in and between headquarters and the field, and provide a consistent basis for policy formulation and action decisions. These benefits, however, accrue only as long as and only to the extent that forms are the servants not the masters in any given situation. The tendency to revise standardized Organization forms on an ad hoc basis for internal use of one small segment of the Organization, or to create new "informal forms" is not only costly in terms of money but increases the danger that this type of paperwork may grow to exceed its real value. Good forms management assures that costs of forms are consistent with their demonstrated need.

Forms management is an integral part of the Organization's operations. As such, it is

a continuous, management-improvement, and cost-reduction program which ensures that appropriately developed forms are available when needed, and that unnecessary forms are avoided or eliminated. By applying "life cycle" controls to the Organization's forms, more manpower, money, and materiel can be conserved and the program's objective "MORE EFFICIENT OPERATIONS AT LOWER COST" can be more fully realized. However, maximum program payoff is possible only if ALL forms are managed through their FULL life cycle, from creation through disposition. This entails:

1. Elimination of nonessential forms.
2. Consolidation of forms which perform similar functions.
3. Use of standardized Organization forms in lieu of locally devised forms.
4. Users being informed of available forms.
5. Integration of forms, procedures, and issuances.
6. Simplification and standardization of form sizes and designs.
7. Elimination and prevention of wasteful printing and duplicating methods.
8. Procurement, storage, and distribution of supplies in the most effective and economical manner possible.
9. Vigilance in periodic review of all forms used, to assist in identification and solution of functional and organizational problems.
10. Prompt reporting of unsatisfactory conditions to top management; suggestions for improvements and recommendations for wider application of existing forms.

The Organization's Forms Management Program is an integral part of its Records Management Program. In recent years, much progress has been made in the field of forms management. During the last fiscal year 294 forms were eliminated, leaving 1923 forms under the Organization's control system. These include the 322 new and 312 revised forms which were approved during the same period. *More than 22 million pieces of paper were*

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printed as forms for Organization use through the Forms Management Program. These were controlled forms and therefore subject to standardization in their development, use, and disposition. Unfortunately, there is no way of estimating how many additional pieces of paper were and are being created by forms "bootleggers." A forms "bootlegger" is a do-it-yourself enthusiast who insists on revising an existing form or who develops a new form to meet his own needs; but, without the benefit of technical advice, does the whole job himself. Perhaps deliberately, sometimes without realizing it, he has created another unstandardized, uneconomical, illegal form. While it may very well be a needed form, there may be, on the other hand, a standardized form already in use somewhere else which would do the job as well or better. The point is, professional assistance during the developmental stages will prevent wasteful duplication of forms, use of forms which frustrate typists because they're poorly designed, and production of unneeded forms.

Proper management and control of forms presents an administrative challenge which can be met only if each of us practices forms management. Failure to do so can only result in our burial under an avalanche of paper-work.

CAREER STAFF

The question is frequently asked, why the Organization does not have a commissioned service. This question was thoroughly explored in 1951 and 1952 by the Career Service Committee. It was decided at that time that the Organization could not afford to draw a line between commissioned personnel and all others. The responsibility for protecting the security of the Organization's operations and information is shared by all and therefore all personnel should enjoy the same status. A person thus becomes a member of the Organization staff by appointment action upon entrance on duty. At the same time that this

decision was made it was recognized that a great many employees felt that there should be a more vital bond or understanding between them and the Organization than the appointment action. The need was met 3 August 1954 when the Career Staff was formally launched at the Career Conference, which was attended by the Director, Deputy Director, the Career Council and over [redacted] supervisors of the Organization. The creation of the Career Staff introduced a new concept in the personnel administration of our Organization. There had never before been a Service in the Organization to which an individual could belong.

The establishment of the Career Staff provides a unified service which includes all individuals who have been with the Organization for three years or more and who meet the selection criteria of job performance, personal conduct, and evidence of intent to make a career with the Organization. The Selection Board made up of senior members of the Organization screens all applications after they have been acted upon by the Career Service concerned and reviewed by an experienced panel. There is no "blanketing in."

By December 1954 a great many of the applications, that were sent out in August and September to individuals who were eligible, had been returned through the various Career Services and the actual processing of applications began. The first notification of membership in the Career Staff was presented to the Director at a ceremony held in his office on 27 April 1955. The Director then presented notifications of membership to 15 persons representing the 1,300 whose applications had by that time been accepted. The applications of the many persons who simultaneously became eligible on 1 July 1954 were acted upon during 1954, 1955, and 1956. The processing of applications is now on a current basis.

As we celebrate the third anniversary of the establishment of the Career Staff, it is significant to announce that more than 99 percent of those individuals who are eligible, having been with us for three years, have made

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application for membership. It is a credit to our initial recruiting effort that only a very small number of our force did not meet the selection criteria for membership in the Career Staff. Substandard performance accounts for most of the rejections and assignments to deferred status. A considerable percentage of those rejected have resigned from the Organization. On the other hand, the Selection Board has been most gratified to note that a majority of individuals placed in a deferred status have made substantial improvement in their work and have been recommended for acceptance in the Career Staff.

Senior officials are impressed by the extent to which Organization personnel have officially dedicated themselves to a pursuit of an intelligence career and have expressed their belief that such dedication is the most significant factor in accomplishing our Organization's mission:

ADMINISTRATIVE WORKLOAD

In the May-June issue of the Support Bulletin we included a run-down of the broad, general categories of suggestions received in replies to Book Dispatch 202. We are actively working on these suggestions and feel confident that several improvements can be made. Following is a brief progress report on action taken on these suggestions:

1. **SUGGESTION:** The financial accounting and reporting requirements placed on small stations constitute a hardship when there are no financial specialists attached to the small station.

ACTION: This has long been a subject of concern to headquarters. We have been working to make this task as simple as practicable in recognition of the other numerous time-consuming tasks in the smaller stations, yet not sacrifice the essential elements of funds control. We cannot prescribe systems which would deny the station control of its funds, nor deny headquarters the assurance that this

control is exercised. A simplified Class B Accounting and Reporting procedures system [redacted] has been developed and recently published. The procedure prescribed therein is little more difficult or time-consuming than maintaining a personal check book or household account. It provides for a running cash receipts and disbursements journal posted during the month as transactions occur. At the end of the month, that journal is pouches to headquarters with the receipts in support of transactions entered. No separate report is required, nor are transactions analyzed or summarized by allotment, fiscal year, object class, etc., except as relates to advances made and outstanding. It is felt that such a journal would be kept in the field even if no procedure were prescribed, since all custodians would want some record of their payments made and a means to control and balance their cash and advances made. Many field returnees have reviewed this handbook and, after its implementation, it should afford the smaller stations the relief they expect and deserve.

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2. **SUGGESTION:** The Monthly Cable of Cash on Hand appears to be a burden at some locations.

ACTION: Several alternatives have been considered to replace the Monthly Cable of Cash on Hand, but because of the numerous types of currency, currency procurement problems, size of inventory, centralized funding control, and other related circumstances, we have not found it practical to eliminate this report for all field installations. However, to alleviate the burden on the field to the extent feasible and in recognition of the limited staffing and small financial activity at some stations, the new Class B Accounting handbook waives the requirement for month-end cables of cash balances where the inventory does not exceed the equivalent of twenty-five thousand dollars.

3. **SUGGESTION:** The transmittal dispatches for self-explanatory forms, reports, etc., should be eliminated.

ACTION: This suggestion coincided with an employee suggestion proposing a system for

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transmitting such material under a separate manifest called the "Non-Accountable Material Manifests" form.

A test supply of these manifest forms has been ordered and as soon as they are received, they will be tried out in one area. After a short trial period during which it is hoped any shortcomings will be surfaced, it is planned to install this new sample procedure on a worldwide basis.

QUALIFICATIONS OF AN EXECUTIVE

A well-known and successful administrator, in addressing a group of promising young executive trainees, stated there are a few common qualifications that can be defined and which the executive of today, and particularly the executive of tomorrow, must have for success. He described these qualifications as follows:

First, Responsibility

An executive must be willing and able to accept responsibility, and to keep a cool head in the face of emergency or trial.

Second, Decision

An executive must have the courage to make decisions and the capacity to make considerably more right ones than wrong ones.

Third, Leadership

An executive must possess the quality of leadership. The day of the so-called hard-boiled boss who drives his men has long since passed. The executive of today is absolutely dependent upon the cooperation and the loyalty of the associates and junior executives who report things to him. He must have a broad capacity for human understanding, and a large supply of sympathy and tolerance.

Fourth, Fairness and Sincerity

An executive must be able to deal with men fairly, directly, and frankly. He must deal straight from the shoulder with his associates in a way that will always let them know where he stands.

Fifth, Broad View

An executive must possess the capacity to visualize the problems of his organization as a whole, and to coordinate its various activities toward a common objective. The executive who does not have this faculty soon finds himself so lost in the maze of departmental problems that the major destinies and purposes of his company are well-nigh forgotten.

Sixth, Sense of Realities

An executive must take nothing for granted. He must have a passion for getting all the facts and all sides of a matter before coming to a conclusion — to see the problem before he gives the answer. He must learn to have a higher respect for mathematics than he has for emotional appeals.

Seventh, Energy and Stamina

An executive must have a peculiar type of physical and mental energy and stamina. He measures his work not in terms of time, but in terms of accomplishment. But he must know how to conserve his energy — to relax. Above all, he must learn that no problem was ever solved by worry.

Eighth, Vision and Imagination

An executive must be able to look forward. He must be able to gauge the reactions of other people, with respect to events and developments. Every fact and every circumstance of today must be weighed not only in the experience of the past but also in the light of tomorrow.

Ninth, Character and Tenacity

An executive must have character to command respect and tenacity to carry things through. He must have "staying power." Perhaps it might be defined as the refusal to be defeated. This does not mean blind stubbornness, or ignorant prejudice which hangs on in the face of impossible odds or inaccessible facts.

Tenth, Social Outlook

The executive, if he is to be successful today and in the years ahead, must have a grasp of the social, political, and public relations

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APPENDIX TO BULLETIN #4 MAY-JUNE 1957

Attention is called to the article in SB-4 on page 7 entitled "Payment of GMEA Premiums." The payee instructions in the first paragraph of that article are applicable to members in headquarters and the [redacted] field. After the third sentence in the first paragraph, the following information, as contained in Book Dispatch No. 277 of 13 May 1957, should be added for

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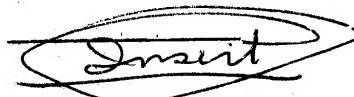
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aspects — subjects which in bygone days were considered outside of the field of the so-called practical executive. He must understand

these aspects because they have become as important in management today as the economic aspect.



CIVIL SERVICE RETIREMENT

(This is the fifth of a series of articles on the liberalized Civil Service Retirement (CSR) Act.)

NEW CREDITING SYSTEM FOR MILITARY SERVICE

More than a million Federal employees have had military service, and the number is growing daily as more veterans are employed and the younger employees are called up for service.

A number of changes will be made in crediting the military service of Federal employees. The provisions are parts of the new CSR law and the Servicemen's and Veterans' Survivor Benefits Act.

As of January 1, all military personnel on active duty or in the active full-time reserves will be covered by Social Security's Old-Age and Survivors Insurance (OASI) and will have regular taxes taken from their pay for it.

Also, military service after that date can't be credited toward CSR if the Federal employee is eligible for OASI benefits.

The one exception to that general rule is the 14 days of military-leave-with-pay which can be given annually to Federal employees to attend military reserve training camps. This form of military service will continue to be credited toward CSR.

The following is an explanation of the effect of the new laws:

PRIOR SERVICE: Service personnel were given free OASI credits during World War II and the Korean War. The law generally pro-

hibited dual benefits for the same service; if it was counted toward CSR, it couldn't also be counted toward OASI.

In some cases of widows of Federal employees killed in the service, the OASI benefits were larger but the widows, by law, had to take the CSR payments. After January 1, these widows and others in the same situation will have the option of either CSR or OASI payments.

The retiring employee who had all of his military service prior to January 1, 1957, can have all of the service credited toward CSR, provided he's not getting a military retirement benefit on the same service.

FUTURE SERVICE: The employee who serves in the military after next January 1 will earn OASI credits. If he or his widow or child become eligible for OASI benefits on his wage record, his military service won't count toward CSR.

He could also become eligible for CSR benefits after five years of civilian service. When he meets the requirements of both systems, he or his survivors will be paid benefits from both CSR and OASI.

However, if this same employee never qualifies for OASI benefits for himself or his widow or child, then the military service can be counted toward CSR.

PRIOR AND FUTURE SERVICE: This is military service both before and after January 1, 1957.

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In event of his death, his survivor could get OASI benefits based on military service after that date, plus CSR benefits based on both military and civilian service prior to the same date. An alternative plan would give the survivor OASI benefits based on the total military service, both before and after that date, but no CSR benefits could then be paid.

MILITARY FURLough: After January 1, for CSR purposes only, you can be away from your civilian job on military furlough for only five years; after that you are considered separated from the civilian service. This does not affect any reemployment rights you may have.

Military furloughs ended December 31, 1956 for a large number of Federal employees who had been in the military more than five years on that date. Military service beyond that date won't be counted for CSR purposes unless the employee later returns to a civilian position.

Before the new law, there was no limit on military service for which a former civilian could get CSR credit as long as he was listed as a civilian employee on a military furlough. As a result, under certain conditions, the employee was given both military and CSR cred-

its for the same service, and he could draw CSR benefits on the basis of his military pay.

The employee who returns to his civilian job and retires under CSR will be eligible for CSR credit for his military service according to the new law as explained above.

MILITARY PAY: Another section in the new CSR law, and this was effective October 1, 1956, provides that for employees separated thereafter, no military pay can be used to determine an employee's average salary in computing CSR benefits.

RETIRED MILITARY: In the Government's civilian service are many retired military people. When they retire under CSR, they may have their military retirement pay stopped, credit their entire military service toward CSR, and receive a somewhat larger CSR annuity. This is an advantage, of course, only in the exceptional case where the CSR annuity is increased by an amount which exceeds the retired military pay.

The military retirees can continue this practice under the new law. However, military service after January 1 will be covered by OASI, but it, too, will be credited toward CSR unless these persons' wage credits establish eligibility for OASI benefits.

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